



PUBLIC SERVICE IMPROVEMENT FRAMEWORK (PSIF)

Report by Chief Executive

PURPOSE OF REPORT To update the Comhairle on the progress of the programme of self-assessment using PSIF and seek approval of the recommendations following the completion of two self-assessments.

COMPETENCE

1.1 There are no legal, financial, equalities or other constraints to the recommendation being implemented.

SUMMARY

2.1 Based on corporate needs going forward and in anticipation of the Comhairle's Audit of Best Value the current programme of self-assessments for 2019/20 was adapted to include Audit Scotland's [Best Value toolkits](#) whilst still following the PSIF ethos. The full programme of 18 themed self-assessments have now been rolled out across the Comhairle, some of which apply to only one service area whilst others are cross cutting.

2.2 As part of the roll out an inter-departmental Best Value Action Plan (BVAP) working group was established with the aim of supporting the identification of readily available high level corporate evidence. Members of the BVAP working group are liaising with Director and Heads of Service to collate information. In order to streamline the process a specific online shared drive has been created to support the storing and sharing of information.

2.3 To-date two self-assessments have now been completed; People Management and Planning and Resource Alignment. A summary of the completed self-assessments can be found in Appendix 1 and 2 to the Report. The resulting recommendations are summarised in paragraphs 6.1 and 6.2 of the Report.

2.4 Appendix 3 provides an overview of the full programme of PSIF self-assessments and the progress to date. The current programme of self-assessments supports organisational wide continuous improvements at a strategical level. Services are encouraged to continue this work by developing an operational and systematic approach to monitoring and evidencing best value out with the corporate programme of self-assessments.

RECOMMENDATION

3.1 It is recommended that the Comhairle note the completion of the two PSIF Self-assessments and approve the recommendations detailed in Paragraph 6.1 and 6.2 of the Report.

Contact Officer: Carmen Macdonald, OD Officer
Appendices: 1. Self-assessment of People Management
2. Self-assessment of Planning and Resource Alignment
3. PSIF Self-Assessment Progress Report
Background Papers: Nil

BACKGROUND

- 4.1 The statutory duty of Best Value was introduced by the Local Government in Scotland Act 2003. Best Value is about ensuring that there is good governance and effective management of resources, with a focus on improvement, to deliver the best possible outcomes for the public.
- 4.2 The Audit of Best Value is a continuous process that forms part of the annual audit of every council. Findings are reported each year through the Annual Audit Report. A Best Value report is presented to the Accounts Commission at least once during the five-year audit appointment for each council by the Controller of Audit.
- 4.3 The Comhairle had an Audit of Best Value and Community Planning in November 2011 and two follow up audits (Dec'12 and May'14). In October 2016, Audit Scotland began a new approach to auditing Best Value in Scottish councils. The new approach continues to audit against the statutory duty but has an increased focus on the pace and depth of improvement at each council. The Comhairle is due an Audit of Best Value under this new remit.
- 4.4 Based on corporate needs going forward and in anticipation of the Comhairle's Audit of Best Value the current programme of self-assessments for 2019/20 was adapted to include Audit Scotland's [Best Value toolkits](#) whilst still following the PSIF ethos. The full programme of 18 themed self-assessments have now been rolled out across the Comhairle, some of which apply to only one service area whilst others are cross cutting.
- 4.5 As part of the roll out the inter-departmental Performance Monitoring Group was disestablished and replaced with an inter-departmental BVAP working group. The group aims to achieve greater accountability Comhairle-wide in the area of continuous improvement and best value performance reporting. In preparation for the Comhairle's Audit of Best Value, the groups initial focus is to identify and review readily available high level corporate evidence and consider the action required to improve the Comhairle's evidence base.
- 4.6 In order to streamline the process of information collection moving forward and avoid duplication a specific online shared drive has been created to allow information to be stored and shared at a corporate level.

KEY FINDINGS

- 5.1 The evidence provided during the self-assessment of People Management demonstrates that an overall level of sound performance is being achieved in relation to people management with pockets of good practice.
- 5.2 Overall the evidence provided during the self-assessment of Planning and Resource Alignment demonstrates that acceptable standards are being achieved with pockets of sound performance and good practice. It is recognised that further evidence is available through the corporate performance monitoring system and formal committee reports; additionally work is underway in relation to updating Business Continuity Plans.

CONCLUSIONS

6.1 The recommendations being proposed following the review of People Management include:

Areas for Future Development:

- Increased use of external benchmarking
- Continue to develop ways to build stronger evidence bases in relation to demonstrating outcomes
- Review options to corporately record and training, professional registrations and CPD activities

Priority Recommendations:

- Create corporate or departmental Policy Registers including responsible persons and review dates
- Increase the pace of change relating to a final solution for web based employee information

6.2 The recommendations being proposed following the review of Planning and Resource Alignment include:

Areas for Future Development

- Continue to build on levels of citizen and customer engagement
- Review developing consultations to reflect government consultation principles
- Increased focus on measurable outcomes

Priority Recommendations Priority Recommendations

- Finalise Business Continuity Plans

Self-Assessment of People Management	
1	How well do the organisation's HR strategies, policies, procedures and structures support effective people management?
<p>The role and structure of the HR function has been reviewed recently to ensure it remains fit for purpose and within budget.</p> <p>The Comhairle has a strategic approach to people management with the Corporate Workforce Plan being closely aligned with the Budget Strategy. Additionally there is an Organisational Development Strategy in place.</p> <p>There is a comprehensive <u>Employee Handbook</u>, <u>Recruitment Handbook</u>, and <u>Health and Social Care Handbook</u> for use by both employees and managers. The Job Evaluation Scheme ensures fair and equitable pay whilst the Comhairle Core Values and Leadership Standards clarify the standards of behavior expected from employees at work.</p>	
2	How effectively does the organisation integrate workforce planning with its strategic and financial planning processes?
<p>The Comhairle has a revised Corporate Workforce Plan (CWP) in place. The CWP has strategic direction on Apprenticeships, career grades and also career changes to ensure it has the right people, in the right place at the right time.</p> <p>The Comhairle uses MyJobScotland as its primary recruitment resource and has developed social media recruitment links to further develop online recruitment advertising. Employee cost form part of the annual budget setting process and are benchmarked annually.</p>	
3	How well does the organisation manage and develop the performance of its staff to achieve organisational goals?
<p>Annual Performance Appraisals are conducted with employees. There is monitoring of employee performance through performance appraisal and the delivery of business plan actions and KPIs.</p> <p>The Comhairle has had a policy in place to ensure that departmental training plans were submitted to HR Sub Committee for approval. This ensured that there was a clear link between training and development and the service business plans.</p>	
4	How effectively does the organisation value, communicate with and involve staff on issues that affect them?
<p>The Comhairle has a constituted JCC and LNC to ensure effective engagement with the recognised Trade Unions. In addition, a Staff Forum has recently been established to ensure quick, effective communication with employees, especially on aspects of organisational change. There is an operation employee H&S Committee.</p> <p>The Comhairle has agreed an Employee <u>Health and Wellbeing Strategy</u> which sets out a holistic approach to employee wellbeing. The Comhairle has an employee suggestion scheme in place. A long service award is available to eligible employees as a form of Staff recognition.</p>	
Areas for Future Development	
<ul style="list-style-type: none"> • Increased use of external benchmarking • Continue to develop ways to build stronger evidence bases in relation to demonstrating outcomes • Review options to corporately record and training, professional registrations and CPD activities 	
Priority Recommendations Priority Recommendations	
<ul style="list-style-type: none"> • Create corporate or departmental Policy Registers including responsible persons and review dates • Increase the pace of change relating to a final solution for web based employee information 	

Self-Assessment of Planning and Resource Alignment

1	To what extent does the organisation demonstrate effective strategic planning and resourcing of its activities to deliver its vision?
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The Comhairles Corporate Strategy 2017-21 was developed with Member, employee and community involvement. The strategy is linked to the LOIP and sets the direction for service business plans. Progress in relation to the strategy is presented to Committee meetings. The strategy and regular progress updates are available publically on the web.

2	Does the organisation have a well-developed planning framework that ensures effective integration of strategy and resources?
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A framework is in place to link strategy and resources. The Corporate Strategy states that *'the Comhairle will be pursuing its policy objectives within its resources....it is proposed that the Strategy be reviewed yearly to determine an accurate correlation between performance and finance.'*

A Budget Board was established in 2017. In addition a range of members, the management team, senior service managers and Financial Officers worked to inform, plan and monitor progress on the strategy and the use of resources.

Financial risks are reported as part of the budget setting process and the wider Risk Register is presented concurrently. A programme is in place to update Business Continuity Plans at present.

Plans and budgets are reported and available for scrutiny regularly at formal Committee meetings.

Consultation and community engagement are undertaken on a regular basis and outcomes reported on the web publically.

3	Does the organisation's approach help deliver improved outcomes?
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Performance progress reports are prepared quarterly and submitted to the relevant committee for scrutiny. These provide operational performance information as well as reporting on financial performance.

Performance reports clearly set out how a service is performing against its key performance indicators (KPI's). Indicators with targets are assessed as being "on track", "monitoring required", or "off track" using a traffic light system. Action plans to support delivery of these performance indicators identify the officer responsible for its delivery, current status, a planned completion date, progress being made, and further activity required.

Areas for Future Development

- Continue to build on levels of citizen and customer engagement
- Review developing consultations to reflect government consultation principles
- Increased focus on measurable outcomes

Priority Recommendations Priority Recommendations

- Finalise Business Continuity Plans

PSIF SELF-ASSESSMENT PROGRESS REPORT

Assessment	Reporting Year	Criterion	Criterion (sub) Theme	Progress	Next Report Due
1	2015/16	Customer Results	6(a) Customer Perceptions 6(b) Internal Measures	<p>The first self-assessment using PSIF addressed the cross cutting theme of 'customer services' and concluded with a recommendation to the Continuous Improvement Sub Committee 24 February 2016 to approve that departments use the Scottish Government's consultation approach of "We Asked, You Said, We Did" to inform the business planning processes and evidence improvement planning. To ensure corporate improvement, at its meeting on 29 March 2016 the Audit and Scrutiny Committee recommended that the Comhairle agree to adopt this approach. Approved 30 March 2016.</p> <p>Nine consultations were identified in 2016/17, the outcomes of which were made available to the public on the Comhairle's new website: https://www.cne-siar.gov.uk/have-your-say/consultations/. Thereafter, Services will be responsible for ensuring that the outcomes of their respective consultations are uploaded to the Comhairle's new website to inform the community accordingly.</p>	Complete
2	2016/17	Partnerships & Resources	4(b)2 Managing Financial Resources	<p>The second self-assessment addressed the cross cutting theme of 'managing financial resources' and concluded with a recommendation to approve the development of Interplan's risk management module to incorporate departmental operational risk registers for improved monitoring and reporting. To ensure corporate improvement, at its meeting on 26 September 2016 the Audit and Scrutiny Committee agreed to recommend that the Comhairle note this recommendation. Approved 5 October 2016.</p> <p>An Interplan Risk Manager Working Group was established to deliver this recommendation and consider the most efficient and effective way to get IRM fully functional. The Group concluded that in order to embed continuous improvement with regards to risk, the reporting on of operational risk and actions will be merged with the published quarterly progress reports on service business plans; a process that will also establish links with the Performance Monitoring Group.</p>	Complete
3	2016/17	People	3(b)2 Developing People	<p>The cross cutting theme of 'developing people' was approved as the second self-assessment to be undertaken in 2016/17. It is closely related to the themes explored by the Accounts Commission and the Scottish Government's the 3-Step Improvement Framework for Scotland's Public Services. The assessment concluded with a recommendation to approve a review of the Comhairle's Exit Interview Policy that was issued in 2009 to enhance the gathering of management information and subsequent use in strategic planning. To ensure corporate improvement, at its meeting on 7 March 2017 the Audit and Scrutiny Committee agreed to recommend that there be a review of the Comhairle's Exit Interview Policy. Approved 8 March 2017.</p> <p>The Comhairle approved a revised procedure for Exit Interviews in September 2017 which requires to be implemented. The Comhairle will prepare and implement the revised procedure and will monitor and report feedback to the relevant Comhairle Committee. However, the emphasis will be on 'feedback received' and employee participation will be voluntary.</p>	Complete

Assessment	Reporting Year	Criteria	Criterion (sub) Theme	Progress	Next Report Due
4	2017/18	Service Planning	2(b)2 Engagement and Consultation with Stakeholders	<p>At its meeting of 8 March 2017, the Comhairle approved the next phase of PSIF self-assessments. The first of the three self-assessments approved is C2(b)2: 'Engagement and Consultation with Stakeholders'. The assessment recommended two key areas of improvement, as follows: (1) to include an equalities monitoring form with all consultations to monitor participation rates, including those across the protected characteristics; and (2) that all consultations to be hyperlinked from one Corporate Consultations web page that includes a "We Asked, You Said, We Did" Consultations Outcomes section to communicate back to participants and the wider community. Approved 21 June 2017</p> <p>(1) An Equalities Monitoring Form for Consultations and Surveys was developed and made available to Departments within the Comhairle's Equality and Diversity webpage. The form is also available to include in consultations for completion online, at: http://www.surveymoz.com/s/57MZJ/. The information gathered will be used to inform the Comhairle's equality outcomes.</p> <p>(2) Progress update as per Assessment 1.</p>	Complete
5	2017/18		2(a)4 Strategy and Plans	<p>At its meeting of 8 March 2017, the Comhairle approved the next phase of PSIF self-assessments. The second of the three self-assessments approved is 2(a)4 'Strategy and Plans'. The PSIF review clearly identified how services have considered, developed and implemented both strategic and operational plans with consideration to current and future environmental factors, both internal and external. A key area of work highlighted to be undertaken once the new Corporate Strategy 2017-21 is approved is Service Prioritisation. To demonstrate the link between planned activities and proposed outcomes a metadata form was designed to capture the relevant information to measure and report annually the progress of the Corporate Strategy 2017-21.</p> <p>To ensure corporate improvement, at its meeting on 12 December 2017 the Audit and Scrutiny Committee recommended that the Comhairle consider the use of the Corporate Strategy 2017-21 Measuring and Reporting Outcomes Metadata Form to support evaluation and reporting on the strategic objectives pertaining to Comhairle services. Approved 13 December 2017.</p>	Complete
6	2017/18		2(c)1 Performance Management	<p>The last of the three self-assessments approved by the Comhairle at its meeting of 8 March 2017 is C2(c)1 Performance Management. The PSIF review evidenced that performance management is effectively developed, scrutinised and challenged within the Comhairle.</p> <p>To ensure corporate improvement, at its meeting on 4 April 2018 the Service Change and Improvement Sub-Committee agreed to note that consideration would be given to a change to the end of year quality assurance of data to include the requirement for services to evidence what action was proposed to address under performance of KPIs reported in the year-end (Q4) report, which the Audit and Scrutiny Committee at its meeting 1 May 2018 recommended to the Comhairle for approval. Approved 2 May 2018.</p>	Complete

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
7	2018/19	Leadership	<p><u>Criterion 1a</u> Planning for the Future</p> <p><u>Statement 1a5</u> Leaders drive and support improvement and transformational change, maximising the use of tools and opportunities as part of their approach</p>	<p>At its meeting on 4 April 2018 the Service Change and Improvement Sub-Committee approved the 2018/19 programme of self-assessments. The self-assessment of Leadership is the seventh PSIF assessment to be undertaken and focused on planning for the future and how leaders within the Comhairle can drive and support improvement and change.</p> <p>Evidence showed that self-assessment and improvement activities are undertaken in various forms and to various degrees across the organisation and that formal structure ensure that improvement activities are approved and monitored accordingly so there is an on-going level of accountability.</p> <p>To ensure corporate improvement, at its meeting on 7 May 2019 the Audit and Scrutiny Committee agreed to note the completion and findings of the PSIF self-assessment of Leadership; approve the development of a training programme to equip leaders with additional techniques to support performance management and change management initiatives; and approve the development of an effective internal communications strategy to support the on-going process of change across the organisation.</p>	Complete
8	2018/19	People	<p><u>Criterion 3e</u> Recognising and caring for People</p> <p><u>Statement 3e2</u> The service promotes and encourages a work-life balance and provides a safe working environment</p>	<p>At its meeting on 4 April 2018 the Service Change and Improvement Sub-Committee approved the 2018/19 programme of self-assessments. The self-assessment of People was the eighth PSIF assessment to be undertaken and reviewed the effectiveness of people management in relation to the development of individual's work-life balances and the provision of a safe working environment.</p> <p>Evidence demonstrates that a range of policies and practices are in place to enable employees to pursue more balanced life and provide a safe working environment.</p> <p>To ensure corporate improvement, at its meeting on 7 May 2019 the Audit and Scrutiny Committee agreed</p> <p>To note the completion of the PSIF Self-assessment of People and approved the outcomes detailed in Paragraph 7.1 of the Report:</p> <ul style="list-style-type: none"> • Consider introducing an overarching Employee Health and Wellbeing Strategy to allow a more holistic approach to overall employee wellbeing; • Signpost employees to sources of external information including support on caring, childcare and stress management; and • Work towards achieving Carer Positive status in order to further support employees and encourage carers to identify themselves and come forward for support if required. 	Complete

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
9	2018/19	Processes and Services	<p><u>Criterion 5b</u> Developing Services Around Customer Needs</p> <p><u>Statement 5b2</u> The service analyses the way that customers use and access services and uses this information to make improvements</p>	<p>At its meeting on 4 April 2018 the Service Change and Improvement Sub-Committee approved the 2018/19 programme of self-assessments. Members of the PMG group were e-mailed on 14 March 2019 with a request that departmental information be submitted by 8 April 2019.</p> <p>The self-assessment on Processes and Services was the ninth self-assessment to be completed and looked at how services review customer needs and if services are able to demonstrate that the services and processes in place are meeting the needs of customers and stakeholders.</p> <p>Evidence demonstrates that that a range of activities and exercises aimed at reviewing how customers, both internal and external, access services are undertaken. A level of analysis appears to be undertaken but can be difficult to evidence. There is a diverse range of examples of improvements made across the organisation aimed at enhancing access and choice for customers across several services.</p> <p>Based on the information received through this self-assessment exercise the recommendations being made aim to strengthen available evidence base and continue to promote traceability and transparency by sharing result and outcomes following service level surveys and consultations.</p>	Complete
			<p>Audit Scotland Toolkits</p>	<p>At its meeting 18 January 2019 the Corporate Management Team approved the 2019/20 programme of self-assessments using the Audit Scotland Toolkits.</p>	
10	2019/20		Asset management	The Head of Property and Infrastructure was e-mailed on 18 September 2019 with a request that asset management information be submitted by 1 November 2019. An email reminder was sent 14 November.	TBA
11	2019/20		Customer-focus and responsiveness	The Head of Accountancy and Exchequer Services was e-mailed on 18 September 2019 with a request that customer-focus and responsiveness information be submitted by 1 November 2019. The information was received by the internal assessors 13 November and is currently being reviewed.	Pending
12	2019/20		Procurement	The Executive Head of Corporate Services and the Legal and Procurement Manager were e-mailed on 18 September 2019 with a request that procurement information be submitted by 1 November. An email reminder was sent 14 November.	TBA
13	2019/20		Equalities	The Organisational Development Team was e-mailed on 24 September 2019 with a request that equalities information be submitted by 22 October. The information was received by the internal assessors 14 November and is currently being reviewed.	Pending
14	2019/20		Governance and accountability	The Organisational Development Team was e-mailed on 1 October 2019 with a request that governance and accountability information be submitted by 29 October. The self-assessment is underway, with a view to circulating the updated template to services to provide additional information for areas where gaps were identified.	TBA

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
15	2019/20		Information management	The IT Manager was e-mailed on 31 October 2019 with a request that Information management information be submitted by 29 November, the request was c.c. to the Director for Assets, Finance and Resources (AF&R) and the AF&R Business Manager.	TBA
16	2019/20		People management	The Organisational Strategy Manager, HR Manager and the Senior HR Advisor were e-mailed on 31 October 2019 with a request that people management information be submitted by 29 November 2019, the request was c.c. to the Executive Head of Corporate Services. The information was received by the internal assessors 13 November and is currently being reviewed.	Jan 20
17	2019/20		Risk management	The Finance & Risk Management Officer was e-mailed on 31 October 2019 with a request that risk management information be submitted by 29 November, the request was c.c. to the Executive Head of Corporate Services.	Pending
18	2019/20		Challenge and improvement	The Organisational Strategy Manager was e-mailed on 6 November 2019 with a request that challenge and improvement information be submitted by 4 December 2019.	Pending
19	2019/20		Efficiency	The Organisational Strategy Manager was e-mailed on 6 November 2019 with a request that efficiency information be submitted by 4 December 2019.	Pending
20	2019/20		Financial management	The Director for Assets, Finance and Resources (AF&R) was e-mailed on 6 November 2019 with a request that financial management information be submitted by 5 December, the request was c.c. to the AF&R Business Manager.	TBA
21	2019/20		Partnership working and community leadership (Organisational level)	The Principal Strategy Manager was e-mailed on 6 November 2019 with a request that partnership working and community leadership (organisational level) information be submitted by 5 December, the request was c.c. to the Community Partnerships Co-ordinator.	TBA
22	2019/20		Planning and resource alignment	The Principal Strategy Manager, Organisational Strategy Manager and Head of Accountancy and Exchequer Services were e-mailed on 6 November 2019 with a request that planning and resource alignment information be submitted by 5 December.	Jan 20
23	2019/20		Sustainability	15.11.19 – template and guidance emailed to the Head of Economic Development and Planning with a request that sustainability information be submitted by 13 December. 07.01.20 - Outer Hebrides LEADER Coordinator reviewing guidance with a view to providing additional evidence.	TBA
24	2019/20		Community engagement	A report was submitted to the Corporate Planning Team 20 November 2019 informing them about the new Audit Scotland approach to community empowerment with a recommendation that they undertake and complete a community engagement self-assessment of their respective service areas and that all documentation, including evidence, should be returned to Organisational Development on or before 18 December 2019.	TBA

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
25	2019/20		Vision and strategic direction	The Principal Strategy Manager, Organisational Strategy Manager and Democratic Services Manager were e-mailed on 18 November 2019 with a request that vision and strategic direction information be submitted by 16 December.	TBA
26	2019/20		Performance management	<p>A PSIF review of performance management was undertaken in 2017/18 and evidenced as being effectively developed, scrutinised and challenged within the Comhairle. The continuous improvement recommendations were approved by Comhairle 2 May 2018.</p> <p>The Comhairle's 2018/19 Annual Audit Report by Audit Scotland advised that the Comhairle has an experienced Organisational Development team that is responsible for the preparation and reporting of performance reports. They identified that there was formal guidance, designated responsibility and a timetable to ensure that data was received, verified and reported in accordance with reporting timescales. The report also advised that performance is reported regularly to committee and the public, appropriate arrangements are in place for collecting statutory performance indicators (SPIs), the Comhairle undertakes PSIF reviews and that the rolling programme of PSIF self-evaluations in the Local Code of Corporate Governance Action Plan 2019/20 will focus on "Best Value".</p> <p>Additionally, the annual report highlighted that there are positive results within the Local Government Benchmarking Framework (LGBF) education indicators and that the data also shows relatively poor performance for the Comhairle in other areas but may reflect the islands context and small scale.</p> <p>As per the November CPT report, the BVAP will incorporate an action for a self-assessment of LGBF indicators to measure where a service is currently performing in comparison to the Our Islands: Our Future (OIOF) councils and also the LGBF Family Group of councils. Using the detailed LGBF data, a plan will be developed for where and how improvement could be achieved and to identify measures of improvement. A thematic report will pull together data from different sections of the LGBF to provide a more holistic view of key policy areas and explore the link between performance information and outcomes. The aspiration is that this exercise will be replicated throughout all services and a Comhairle plan will be developed for where our priorities for improvement are – justifiable, measurable and targeted.</p>	TBA

Assessment	Reporting Year	Section	Criterion (sub) Theme	Progress	Next Report Due
27	2019/20		Public performance reporting	<p>As per the Comhairle's 2018/19 Annual Audit Report by Audit Scotland, performance is reported regularly to committee and the public. Performance progress reports are prepared quarterly and submitted to the relevant committee for scrutiny. These provide operational performance information as well as reporting on financial performance. Performance reports clearly set out how a service is performing against its key performance indicators (KPIs). Indicators with targets are assessed as being "on track", "monitoring required", or "off track" using a traffic light system. Action plans to support delivery of these performance indicators identify the officer responsible for its delivery, current status, a planned completion date, progress being made, and further activity required. An annual Public Performance Report is prepared by the Comhairle's Organisational Development team. This is published on the Comhairle's Website. The most recent National Benchmarking Overview Report 2017/18 by the Improvement Service is available too on the website and provides a national overview of performance against strategic performance indicators.</p> <p>A review of public performance reporting will be undertaken once the current rolling programme of PSIF Best Value self-evaluations have concluded to ensure all service areas are included.</p>	TBA